

~~CONFIDENTIAL~~

DD/S REGISTRY

OC-M-66-393

27 OCT 1966

FILE CommoPPB 66-0619

On file OMB release instructions apply.

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH

: Deputy Director for Support B 3 NOV 1966

SUBJECT

: NCS - Program and Cost Information

1. This memorandum submits a recommendation for the Executive Director-Comptroller approval; this recommendation is contained in paragraph 5.

2. By letter dated 20 September 1966, Attachment A, the Director of the Budget requested Agency cooperation in expanding information in future National Communications System (NCS) long range plans. The additional requirements are broadly designated as "program and cost information." The Executive Agent, NCS is to specify format and content in calling for future NCS component plans.

3. In August 1966 we were given an earlier draft of Attachment A and it was decided that we would not inject any official Agency position, see Attachment B. This line was followed by Agency representatives (PPB and OC) in a subsequent meeting called by the Manager, NCS to hear Bureau of the Budget (BOB) representatives discuss the subject of these papers.

4. Although advantageously modified following the above meeting and informal discussions with NCS staff officers, Attachment A is essentially the same as the draft forwarded with Attachment B. It is our belief that we should not commit the Director to a position until the detailed requirements are received from the Executive Agent. Should they be unacceptable, in whole or in part, something we have no real reason to predict, the Director would have the full weight of his position to bring to bear.

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

5. For the above reason and since none is specifically requested, it is recommended that no response be sent to Mr. Schultze's 20 September 1966 letter.

  
Director of Communications

2 Atts

Att A: Cy of ltr, dtd 20 Sep 1966  
to Dir CIA frm Dir BOB

Att B: Cy of memo, dtd 19 Aug 1966  
to DD/S frm D/CO, subj:  
NCS Resources Inventory

CONCURRENCE:

ILLEGIB

  
Director, Planning, Programming and Budgeting

2  
Date

SIGNED R. L. Bonnerman

3 NOV 1966

Deputy Director for Support

Date

The recommendation contained in paragraph 5 is approved.

  
Executive Director-Comptroller

5 NOV 1966

Date

Distribution:

0 - Return to D/CO

1 - ER

2 - DD/S

1 - PPB

CONFIDENTIAL

TRANSMITTAL SLIP		DATE 28 October 1966
TO: Mr. <del>Bannerman</del> via Mr. <span style="border: 1px solid black; display: inline-block; width: 100px; height: 40px; vertical-align: middle;"></span>		
ROOM NO.	BUILDING	
REMARKS:		
STAT		
Recommend your signature.		
<div style="font-size: 2em; font-family: cursive;">VF</div> <div style="font-weight: bold;">VRT</div>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

TAB 5

EXECUTIVE OFFICE OF THE PRESIDENT

BUREAU OF THE BUDGET

WASHINGTON 25, D.C.

WTE 66-0546

SEP 20 1966

Honorable Richard Helms  
Director of Central Intelligence  
Central Intelligence Agency  
Washington, D. C.

Dear Dick:

The progress made during the past three years with the National Communications System (NCS) has been a heartening indication of what can be achieved through interagency action in support of national objectives. Based on this start, we can and should move now to improve and strengthen the planning and programming functions of the NCS.

With this objective in mind and in accord with Bureau of the Budget responsibilities under the NCS charter, I request that you furnish to the Executive Agent in May of each year, as a part of your Component Plan, specific program and cost information for inclusion in the NCS planning and programming process. The Executive Agent will incorporate this information into the annual Long-Range Plan for submission to the President. I am asking the Executive Agent (copy of letter attached) to have the NCS Manager furnish you the format and instructions for submission of this information as part of his normal call for submission of Component Plans.

The thrust of this request is the establishment of inventory and projected data on NCS assets, services provided, and resources. Several points on the importance and meaning of this step should be emphasized. It seems self-evident that a sensible job in planning and programming for national communication needs cannot be accomplished without a clear knowledge of the total systems involved, the usage of such systems, and the proposed changes in each category. It is equally clear that development of plans and programs without reference to the resources required are, of necessity, incomplete. For these reasons, the availability of such information in established NCS channels is essential.

In requesting the addition of an adequate information base for the NCS, I recognize the desirability of avoiding duplication of data flow and decision processes both within the agencies and outside. In this regard, the timing and content of the requested information should minimize this problem. I also recognize that NCS assets serve agency as well as NCS purposes and that each purpose generates its own demands. While each agency is best able to define programs to meet its own needs, the NCS structure should be best able to evaluate broader national needs. I believe that the steps requested are a necessary ingredient to permit an evaluation from a national perspective and expect the information to be used for such purposes.

I am sure that you will cooperate in this endeavor so that the NCS continues to evolve toward the objectives visualized for it when it was established.

Sincerely,

(Signed) Charlie

Charles L. Schultze  
Director

Enclosure

cc: Special Assistant to the President for  
Telecommunications  
Special Assistant to the President for  
National Security Affairs  
Executive Agent, National Communications  
System

CONFIDENTIAL

EXECUTIVE OFFICE OF THE PRESIDENT

BUREAU OF THE BUDGET

WASHINGTON 25, D.C.

SEP 20 1966

Honorable Robert S. McNamara  
Executive Agent, National Communications System  
Department of Defense  
Washington, D. C. 20301

Dear Bob:

Nearly three years experience has been achieved with the National Communications System and the original procedures and working relationships established for its implementation. I think real progress has been made toward attaining the goals of the NCS. The Second Long-Range Plan recently submitted to the President reflects the sound administrative practices which have been established between the Executive Agent and the NCS operating agencies. The result has been a sharpened awareness of national communications needs and problems, and greater coordination in agency planning for communications.

By building upon this foundation, we now can and should move to strengthen further the planning and programming functions of the NCS. Essential to this objective is the establishment of an NCS resource inventory which would describe for the present and future the physical assets, the service provided, and the total funding and manpower for each of the networks comprising the NCS. Incorporating this information into future NCS Component Plans and Long-Range Plans for submission to the President will permit achievement of a better perspective and appraisal of contemplated component programs and the composite total. Where warranted, it should facilitate analysis in depth of alternative ways of satisfying user needs.

Therefore, in accordance with responsibilities assigned to the Bureau of the Budget by the NCS charter, I am asking all NCS operating agencies to submit to the Executive Agent (as part of their Component Plans) specific program and cost information for inclusion in the NCS planning and programming process. For both current and projected time periods, this information would include: (a) descriptive material on the physical facilities of NCS networks, (b) network service capabilities and utilization, and (c) network funding and manpower resources.

Bureau staff has already discussed the content and format of the desired information in some detail with NCS staff, including representatives of operating agencies. Some of the information is now included in NCS documents; some is not. Rather than attempt to specify formats and instructions herein under these circumstances, it appears more appropriate to work out these details on a staff-to-staff basis in the next several weeks, so that the final instructions and formats can be included in the NCS Manager's annual call for Component Plans.

It will, of course, be necessary in addition to work out a number of details in complying with this letter. For example, considerable work will be required initially in determining what portions of agency networks should be defined as NCS resources. Because of the detailed and individual nature of such determinations, it is appropriate that such work be done by the NCS Manager in cooperation with the constituent agencies rather than attempting to spell out these determinations in this letter. The definition of NCS assets should, however, use the approved results of NCS Task 1 and the first Long-Range Plan as a base point.

The NCS data formats and planning procedures can and should be compatible and consistent with agency program structures and procedures in being or emerging pursuant to Bureau Bulletin 66-3, thereby minimizing special excursions and onerous workloads. To accomplish this, I am asking the agencies to submit the NCS program and cost information to the Executive Agent in May of each year, consistent with the timing of the submission of the overall agency program to the Bureau, to be followed by the submission of the annual NCS Plan to the President in September. (All relevant procedures and working relationships set forth in the August 21, 1963 memorandum establishing the NCS continue to apply.) You will note, however, that the September submission date for the Long-Range Plan constitutes a formal change to the schedule outlined in that memorandum.

I will follow your progress in achieving the improvements which I have requested with great interest.

Sincerely,

(signed) Charlie

Charles L. Schultze  
Director

cc: Special Assistant to the President for Telecommunications  
Special Assistant to the President for National Security Affairs



TAB 5

UNCLASSIFIED

Approved For Release 2003/06/05 : CIA-RDP84-00780R001200060004-1

E ONLY

CONFIDENTIAL

SECRET

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director of Communications (DX-6)

EXTENSION

NO.

DATE

OC-M-66-236

10 AUG 1966

STA

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Dir/ PPB  
6 E 25

2. DD/S 7 D 18

3. D/CO 2 D 00 (DX-6)

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

10 Aug. B

To: 2 FYI -

Your DD/S 66-0554, 29 Jan 1966 (with attached OC 4314, 25 Jan 1966) reflected the last previous chapter which involved proposed procedures containing for CIA real and considerable worries and problems not included this time.

JWC

1 to 2: Bob: I have discussed this in general terms with Col. White over lunch today, and I believe he accepts the conclusion of the attached memo. The admonition he did express is one I share and that is the Agency must insure that the integrity of our communications system is maintained and that at no point should the responsibility for budgeting therefor or the decisions with respect to the needs of that budget be relegated outside the Agency. You will note that the proposed Bureau draft, which is clearly the trend of our time, identifies this as a programming & planning exercise and in this sense, I believe we have nothing to lose in going along with it. I concur with [redacted] view that the Agency should reserve the right to identify the ingredients of our submissions and I don't see going along with the current Bureau draft hurts us in this respect. Recommend your approval.

JMC

FORM 3-62

610

USE PREVIOUS EDITIONS

SECRET

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Approved For Release 2003/06/05 : CIA-RDP84-00780R001200060004-1

10 AUG 1985

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : NCS Resource Inventory

1. This memorandum submits a recommendation for your approval; this recommendation is contained in paragraph 4.

2. The Manager, National Communications System (NCS) received draft copies of the attached papers from the Chief, Military Division, Bureau of Budget (BOB) asking for his comments prior to submitting the paperwork to the Director, Bureau of Budget for signature and release. The Manager, NCS in turn, on 9 August, had his staff provide copies to the principal Operating Agency representatives requesting informal comments from their Organizations by close of business 11 August. The Office of Communications contacted the staff of the Office of Planning, Programming and Budgeting to determine whether Agency BOB contacts were aware of this draft paper work and to solicit PPB reaction to it. Telephone contact by PPB with Mr. Thomas of BOB revealed his awareness of the paper work, but without any detailed knowledge concerning background or ultimate purpose.

3. As you know, the subject of providing program, planning and budgeting type information identified with NCS requirements has appeared several times before and it has been considered by all parties concerned, that in some form or other the Operating Agencies would inevitably be required to furnish data. After studying the attached paper, it is our opinion that they constitute less of a problem to the Agency than earlier approaches to the same general problem. We believe that the Agency could respond with information already known to NCS officials, amplified as required, but without getting into Agency sensitive details. In view of this and our belief that we could not attack the principle represented in the BOB paper work, we propose to inform the Manager, NCS that we have no comment on the draft papers.

4. It is requested that you approve our proposed "no comment" response to the Manager, National Communications System.

[Redacted Signature]

Director of Communications

25X

Att

Draft papers fm BOB to  
Mgr NCS

CONCURRENCE:

25X1

[Redacted Signature]

Director, Planning, Programing and Budgeting

10 Aug 66  
Date

The recommendation contained in paragraph 4 is approved.

25X1

[Redacted Signature]

Deputy Director for Support

10 Aug 66  
Date

Distribution:

O & 2 - Addr (Return to D/CO)

1 - PPB

2 - DJ/S

July 21, 1966

DRAFT LETTER TO NCS CONSTITUENT AGENCIES

Dear Mr. \_\_\_\_\_:

The progress made during the past three years with the National Communications System (NCS) has been a heartening indication of what can be achieved through interagency action in support of national objectives. Based on this start, we can and should move now to improve and strengthen the planning and programming functions of the NCS.

With this objective in mind and in accord with Bureau of the Budget responsibilities under the NCS charter, I request that you furnish the information and cooperate with the NCS management staff in taking the steps set forth in my letter to the Executive Agent, a copy of which is attached. The Executive Agent will incorporate this information into the annual Long-Range Plan for submission to the President. While the attached letter describes the actions to be taken in some detail, the thrust of this request is the establishment of inventory and projected data on assets, services provided, and resources.

Several points on the importance and meaning of this step should be emphasized. It seems self-evident that a sensible job in planning and programming for national communication needs cannot be accomplished without a clear knowledge of the total systems involved, the usage of such systems, and the proposed changes in each category. It is equally clear that development of plans and programs without reference to the resources required are, of necessity, incomplete. For these reasons, the availability of such information in established NCS channels is essential.

In requesting the addition of an adequate data base for the NCS, I recognize the desirability of avoiding duplication of data flow and decision processes both within the agencies and outside. In this regard, the timing and content of the requested data should minimize this problem. I also recognize that NCS assets serve agency as well as NCS purposes and that each purpose generates its own demands. While each agency is best able to develop programs to meet its own needs, the NCS structure should be best able to evaluate national needs. I believe that the steps requested are a necessary ingredient to permit an evaluation from a national perspective and expect the data to be used for such purposes.

I am sure that you will cooperate in this endeavor so that the NCS continues to evolve toward the objectives visualized for it when it was established.

Sincerely,

Charles L. Schultze  
Director

cc: Special Assistant to the President for Telecommunications  
Special Assistant to the President for National Security Affairs

July 21, 1966

Honorable Robert S. McNamara  
Executive Agent, National Communication System  
Department of Defense  
Washington, D. C. 20301

Dear Mr. McNamara:

Nearly three years experience has been achieved with the National Communications System and the original procedures and working relationships established for its implementation. I think real progress has been made toward attaining the goals of the NCS. The Second Long Range Plan recently submitted to the President reflects the sound administrative practices which have been established between the Executive Agent and the NCS agencies. The result has been a sharpened awareness of national communications needs and problems, and greater coordination in agency planning for communications.

By building upon this foundation, we now can and should move to strengthen further the planning and programming functions of the NCS. Essential to this objective is the establishing of an NCS resource inventory which would describe for the present and future the physical assets, the service provided, and the total funding and manpower for each of the networks comprising the NCS. Incorporating this information into future NCS Component Plans and Long Range Plans for submission to the President will permit achievement of a better perspective and appraisal of contemplated component programs and the composite total. Where warranted, it should facilitate analysis in depth of alternative ways of satisfying our needs.

2.

Therefore, in accordance with responsibilities assigned to the Bureau of the Budget by the NCS charter, I am asking all NCS agencies to submit to the Executive Agent specific program and cost information for inclusion in the NCS planning and programming process. The Executive Agent will transmit, for advanced information, one set of Agencies' submissions to the Special Assistant to the President for Telecommunications. The attached instructions outline the categories of information requested and the suggested format. I am sending a copy of this letter to each of the NCS constituent agencies together with covering letter explaining this new step (copy attached).

It will, of course, be necessary to work out a number of details in complying with the instructions. For example, considerable work will be required initially in determining what portions of agency networks should be defined as NCS resources. Because of the detailed and individual nature of such determinations, it is appropriate that such work be done by the NCS Manager in cooperation with the constituent agencies rather than attempting to spell out these portions in this letter.

The NCS data formats and planning procedures can and should be compatible and consistent with agency program structures and procedures in existing or emerging pursuant to Executive Order 11652, thereby minimizing special exercises and onerous workload. To accomplish this, I am asking the agencies to submit the NCS program and cost data to the Executive Agent in May, consistent with the timing of the submission of the overall agency program to the Bureau, to be followed by the submission of the annual NCS plan to the President in September. You will note that the September



3

submission date for the Long Range Plan constitutes a formal change to the schedule outlined in the August 21, 1963 memorandum establishing the NCS.

For the coming year, the establishment of an initial NCS program structure and data base before the end of the year would permit issuance of planning guidance to the agencies early next year, in anticipation of the May submission.

I will follow your progress in achieving the improvements which I have requested with great interest. Members of my staff will be available to assist as necessary.

Sincerely,

Charles L. Schultze  
Director

Attachment

cc: Special Assistant to the President for Telecommunications  
Special Assistant to the President for National Security Affairs

Instructions to all NCS Agencies

In order to strengthen the planning and programming functions of the National Communications System, it is necessary to obtain additional information relating to the costs, capabilities, and utilization of the individual networks comprising the NCS. The information called for below will be submitted to the Executive Agent in May 1967 for use in formulating and incorporation into the third NCS Long Range Plan for submission to the President and annually thereafter. The specific information requested is as follows:

I. Description of principal network transmission facilities

For each network of the NCS provide a narrative description of the current (e.g. FY 1967) physical facilities of the network. Indicate the type of transmission media, the number of voice equivalent channel-miles, the type and number of major stations including switches, relays, transmitter and receiver sites. Include a map or chart showing the location of the principal stations, circuits, and RF spectrum allocations for government owned facilities, or an indication that leased facilities are used.

Describe in a similar fashion changes to the current network configuration and frequency utilization planned or proposed for the next five years (i.e. FY 1970-1972.)

II. Network Extension and Termination

For each NCS network indicate the number of end stations currently and by contract to the network. Give the following for each end station:



programs are involved, the performing agency will identify gross network TOA or costs regardless of source, but identify source of funding in separate sub entries. (User agencies will not report their costs reimbursed to other agencies.) Use the following format for this purpose:

FY 1967 FY 1968 FY 1969 FY 1970 FY 1971 FY 1972

Research and development

Investment

(Construction)

(Procurement)

Operations

(Leases)

(Other operating costs) \_\_\_\_\_

Total network TOA

Source of TOA

(list by agency)

Also indicate the Government manpower associated with each NCS network using the following format:

FY 1967 FY 1968 FY 1969 FY 1970 FY 1971 FY 1972

Direct operations

Management and administration \_\_\_\_\_

Total manpower

NCS Agencies may have programmed resources of an NCS nature, in addition to the foregoing for (1) efforts not directly related to the functioning of a particular NCS network, such as communications research and development or improvement programs, and (2) efforts directly related to the functioning of more than one NCS network, such as area or regional control facilities. Identify the efforts proposed for efforts in these categories and provide a brief description of the major programs involved.

ILLEGIB

Approved For Release 2003/06/05 : CIA-RDP84-00780R001200060004-1

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